



SECRETARY OF THE ARMY
WASHINGTON

March 24, 1998

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Acquisition Reform (AR) Week III - May 4-8, 1998

The Under Secretary of Defense (Acquisition and Technology) designated May 4-8, 1998 as Acquisition Reform Week III (see enclosure). The theme this year is *"Leading and Embracing Change: Institutionalizing and Accelerating Acquisition Reform."*

The Department of the Army will continue its successful AR Day approach of the last two years. Each and every one of us is responsible and accountable for the success of this week and the success of Acquisition Reform. Dr. Gansler has asked that the day's activities include our partners from industry and that we train as a team, focusing on those initiatives critical to team effectiveness, sharing implementation successes, and determining how best those initiatives can be applied to the team's mission. At the lowest practicable level, our day-to-day working teams are to cease their normal operations for one day sometime between May 4-8, 1998 and focus on our most critical acquisition initiatives in support of Army Vision 2010 and the Defense Department.

The agenda for the day is not dictated. Each team can design its own activities consistent with the needs of each organization and may include case studies, discussions of lessons learned, panels, speeches, classes and simulations, emphasizing day-to-day application of our initiatives while training as a team. A training support package will be available for your use in designing the agenda. As the end result of the day's activities, each Army acquisition organization is expected to develop an action plan (updated AR Improvement Plans from the AR Strategic Planning process) that sets hard targets and tough standards for achieving your AR objectives. Plans should include metrics for periodic review to evaluate progress.

You will receive additional information from the Acquisition Reform Directorate, Office of the Deputy Assistant Secretary for Procurement, Office of the Assistant Secretary of the Army for Research, Development and Acquisition. To facilitate final preparations, please designate a point of contact and provide the name and telephone number of that individual to LTC Linda Hooks no later than April 9, 1998. She can be contacted by telephone at (703) 681-9479; DSN 761-9479; fax (703) 681-7583; email hooks1@sarda.army.mil.

Robert M. Walker
Acting Secretary of the Army

Enclosure



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ACQUISITION AND
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THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
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25 FEB 1998

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
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GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF OPERATIONAL TEST AND EVALUATION
DIRECTORS OF DEFENSE AGENCIES

SUBJECT: Acquisition Reform Week III – May 4-8, 1998, "Leading and
Embracing Change: Institutionalizing and Accelerating Acquisition Reform"

Acquisition Reform continues to be a critical element of the Department's strategy to meet the needs of the warfighter by providing goods and services better, faster and cheaper. To ensure the strategy is successful I think it is vitally important that we take time to discuss at every level of the chain of command the application of our ongoing acquisition reform initiatives and to determine how best we can accelerate their implementation. Therefore, May 4-8, 1998 has been designated as the Department of Defense Acquisition Reform Week III. The theme for that week is: "Leading and Embracing Change: Institutionalizing and Accelerating Acquisition Reform."

Sometime between May 4-8, I would like your government-industry teams to cease their normal operations for one day and focus on our acquisition reform initiatives – those most critical to the effectiveness of their team, to share implementation successes, and to determine how best they can be applied to the team's mission.

Commanders and managers at all levels will be responsible for planning, conducting and participating in the day's activities. To that end, we will not dictate the day's agenda. Each team will design their own activities consistent with the needs of their organization. Those activities may include: case studies, discussions of lessons learned, panels, speeches, classes and simulations. We must emphasize the day-to-day application of our initiatives while training as we work – as a team.

To support you, the Defense Acquisition University's Acquisition Reform Communications Center (ARCC) will be providing you with a "Teaming Package" of materials and educational tools that will be helpful. Those materials will include case studies, video tape presentations and simulations that highlight implementation of our acquisition reform initiatives. Teams may use these materials to supplement or add focus to their own training programs both during AR Week III and throughout the remainder of the year. Instructor guides will be provided to assist managers in designing and leading their own training. This training package, together



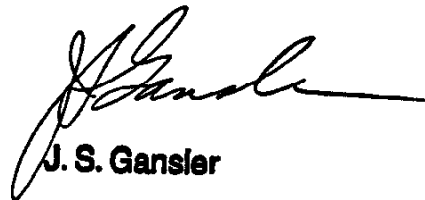
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Enclosure

with our satellite broadcasts and other service/agency-hosted training events supports the Secretary's National Performance Review goal of providing 40 hours of continuing education and training to the acquisition related workforce.

During acquisition reform week I want each team to develop an action plan that sets hard targets and tough standards for achieving their acquisition reform objectives. Plans should include metrics that can be periodically reviewed to evaluate progress. I believe such an approach is fundamental to institutionalizing and accelerating our acquisition reform initiatives.

We've accomplished a great deal, but we still have a long way to go. Let's capitalize on the opportunity offered by AR Week III to sustain our momentum, and take the next step on the road to providing better, faster and cheaper products to our customer-the warfighter.



J. S. Gansler